

Catalyst Empowerment Summit



Toxic vs Trust How to Identify Your Next Organizational Home

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CAUTION



**We say we want change.
But we don't really
know what that means.**

CAUTION



**NOT
CATALYST
FRIENDLY**



Manager Attributes: What Supports Catalysts

Autonomy &
Empowerment

Having Your Back
& Defending You

Curious, Open,
Listening

Secure, Self-Aware
& Self-Regulating

Flexible

Connecting You to
People &
Resources

Communication

Builds Trust, Psych
Safety, Growth
Mindset

Acknowledgement
& Recognition

Understands Your
Strengths &
Catalyticness

Understands
Challenges of
Creating Change

Committed to
Self-Care

Organizational Attributes: What Supports Catalysts

Purpose
(but it's not enough)

Autonomy &
Freedom
(with accountability)

Growth Mindset /
Failure Part of
Process / Iteration

Managers
Matter
A LOT

Conflict, Probing
Questions, Difficult
Conversations
Embraced

Change &
Innovation
Embedded

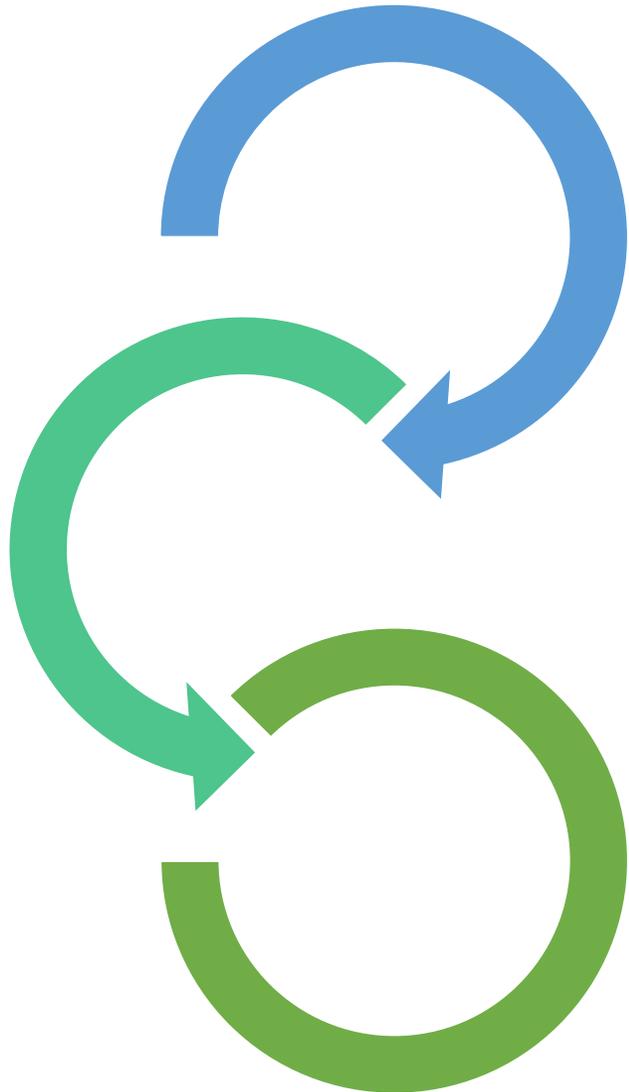
Dedication to Self
& Leadership
Development

Startups
Labs
Your Own Boss

Resource Generous



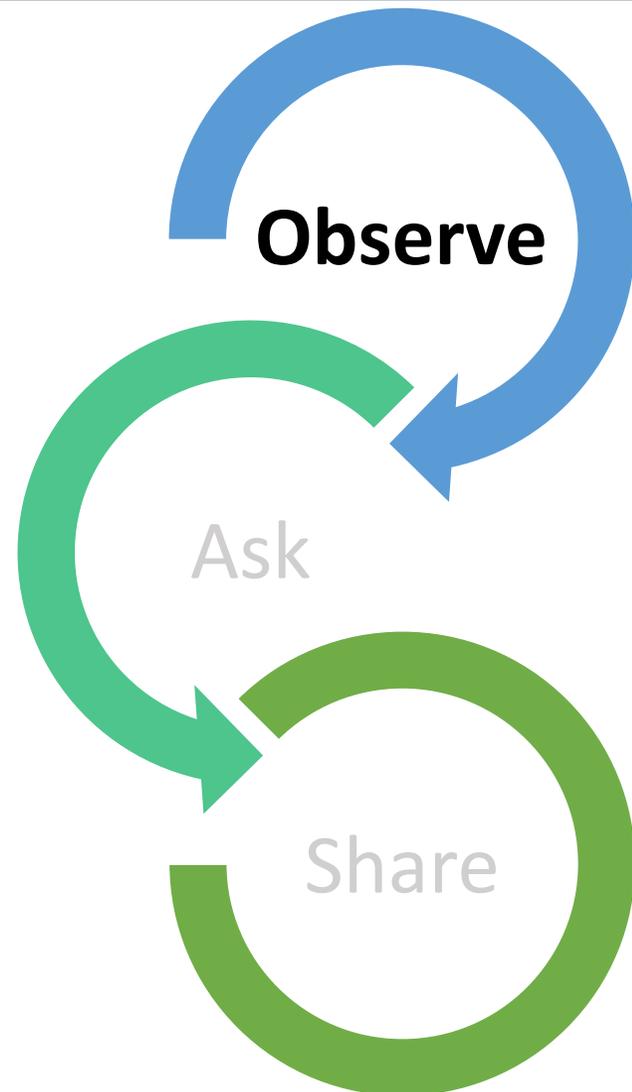
Steps to Identify Catalyst-Friendly Leaders & Orgs



"In hindsight, I can separate them, but at the time, I wasn't looking for this characteristic. I was simply looking for roles that enabled me to advance in my career and solve interesting problems."

"I didn't have the Catalyst framework until recently, so I had no clue what type of environment would support me best and wasn't looking for the right clues."

Steps to Identify Catalyst-Friendly Leaders & Orgs

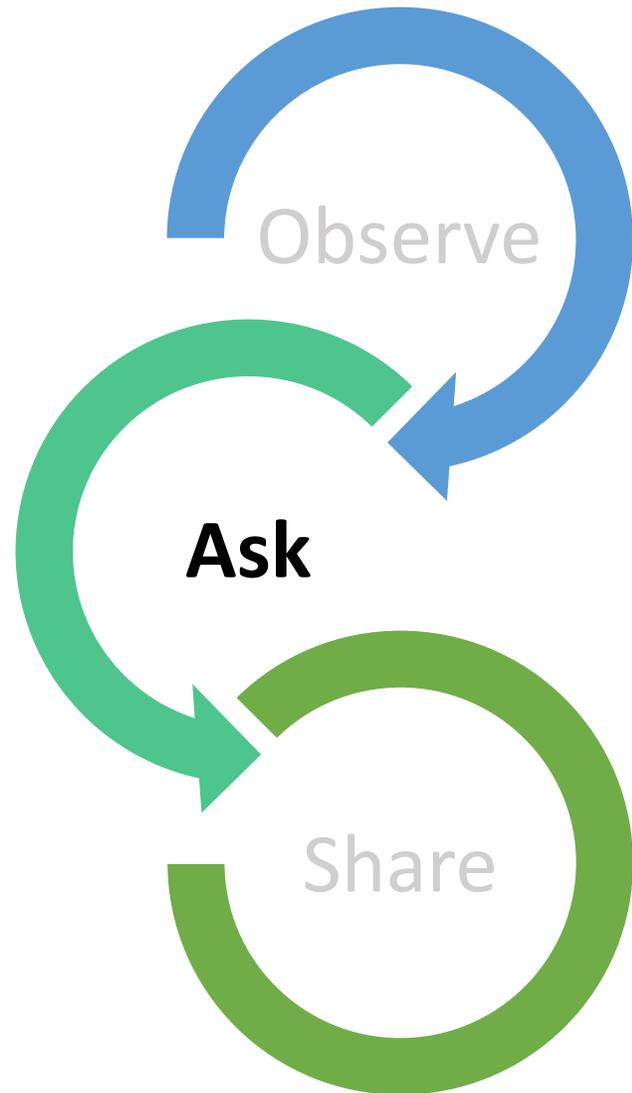


"Catalyst friendly managers appear open-minded, are active listeners, ask about what you want out of the role, appear genuine in making sure both sides are a good fit, and are transparent in wanting the best for you beyond the role you're applying for."

"Usually the interview questions show what type of manager they are. I know that are not good if they are too focused on detailed analytics, asking questions on more black and white concepts, lacking the ability to return my questions with a large enough view, or strategic enough eye, forcing me into the box of the job description vs flexing with my Catalyst ability to think broader and bring more."

"It is easier to identify non-friendly Catalyst environments by observing how people talk about other people, how people feel underappreciated, or how many people complain about things and only treat it as a job instead of a part of your mission."

Steps to Identify Catalyst-Friendly Leaders & Orgs



"I'm getting better and less fearful at asking what I really want to know. If those questions are a problem, that's not going to be the right place."

Steps to Identify Catalyst-Friendly Leaders & Orgs



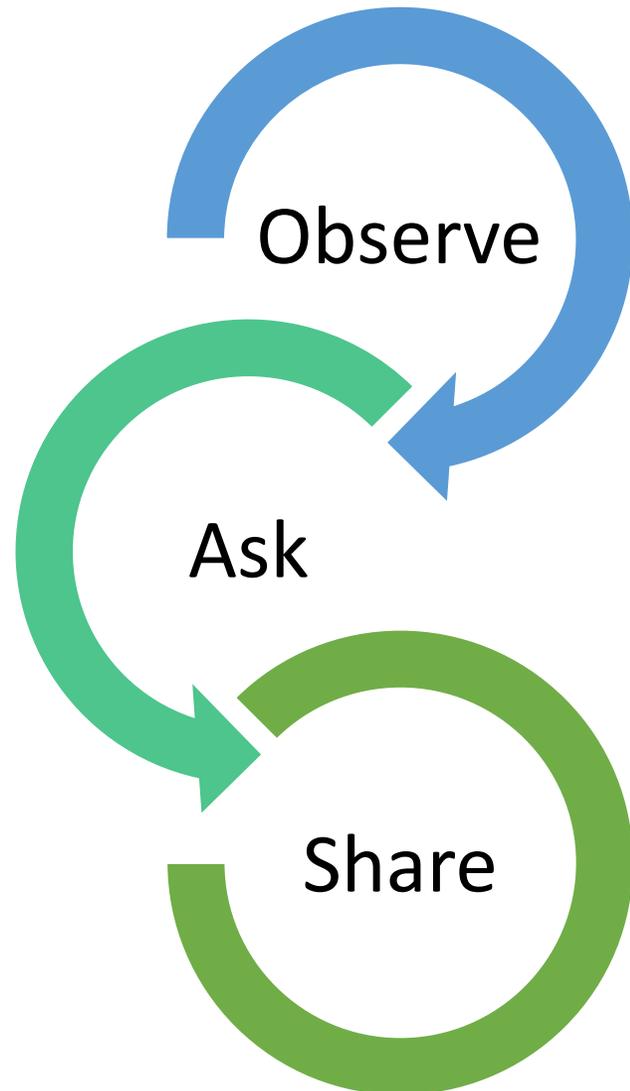
"I also am getting better at showing up authentically myself and being very candid about my strengths and shortcomings. At the past two places I have been hired, I have very directly let the executives know that I get the big results and I also can over commit myself and burn out and that is something I need help with. It has not ended up being a liability and instead a way where I feel supported."

Manager Attribute	Observe	Ask	Share
Autonomy & Empowerment	<p>Manager invites you to share thoughts on how to structure the role.</p> <p>People on the team spontaneously talk about having autonomy.</p>	Can you share examples of how people are empowered in their projects?	I work best when my manager gives me free rein to experiment and iterate.
Having Your Back & Defending You	People on the team spontaneously talk about having autonomy.	Can you share examples of how you defend your employees to management?	Because I work on projects that can challenge people's thinking, I need a manager who will always have my back.
Curious, Open, Listening	During the interview they: listen more than they talk and take your thoughts and expand on them.	Can you share examples of how you encourage people to bring new ideas?	I thrive when I can brainstorm with my manager, and they are open to new ideas.
Secure, Self-Aware & Self-Regulating	When you ask them questions, they respond with openness and confidence.	What challenges do you experience as a manager and how do you work through them?	Because I often challenge the status quo, I work best with leaders who enjoy challenges.
Flexible	During the interview and your questions they comfortably adapt to whatever arises.	Can you share examples of how you have changed direction because of ideas from your employees?	Because I look for new ways to do things, I work best with a manager who is willing to change direction.
Connecting You to People & Resources	While discussing the role, the manager may tell you how they believe they can set this role up for success.	Can you share examples of how you have supported your employees projects by connecting them to the right people across the organization?	Because my projects often span silos, I work best when my manager connects me to the right people.

Manager Attribute	Observe	Ask	Share
Communication	During the interview they transparently share with you and answer your questions.	Can you share examples of how you work to keep your teams up to date?	I feel safe when I know my manager is transparent and committed to communication.
Builds Trust, Psych Safety, Growth Mindset	The manager volunteers information about the work they do to build trust.	Can you share examples of how you work to build trust, psychological safety and a growth mindset in the team?	Because my work involves taking risks, a culture of trust, psychological safety and a growth mindset are essential.
Acknowledgement & Recognition	The manager talks about the accomplishments of the team.	Can you share examples of how you acknowledge and recognize your employees?	Sometimes I forget to celebrate what I've achieved and I appreciate when my manager does this with me.
Understands Your Strengths & Catalyticness	The manager talks about a strengths-based approach. The manager mentions catalytic traits as an asset.	Can you share examples of how you support your employees strengths?	Being a Catalyst is unique and I enjoy when my manager understand this part of me and helps me be successful.
Understands Challenges of Creating Change	The manager talks about what it takes to create change.	Can you share how you support your employees as they drive for positive change? What are the ups and downs?	Creating change is difficult. It is important that my manager understands that journey and is ready to walk through it with me.
Committed to Self-Care	The manager talks about burnout and well-being – both for themselves and their employees.	How do you support your employees' well-being and manage burnout?	I can throw myself at challenges and then burnout. I appreciate when my manager helps me check-in on my well-being.

Organizational Attribute	Observe	Ask	Share
Purpose	People talk about a shared purpose.	What is the organization's purpose, vision and mission?	I work best when I connect to an organization's purpose.
Autonomy & Freedom	The organizational structure enables autonomy. People talk about having freedom.	Where would you place the culture between micromanaging and autonomy?	I struggle when an organization is very bureaucratic and structured. I would best in cultures of autonomy.
Growth Mindset / Failure Part of Process / Iteration	People talk about growth mindset, experimentation and learning as elements of the culture.	How does the organization make it safe to take risks?	Because my projects are often risky, I work best in cultures where failure is considered part of the normal process.
Conflict, Probing Questions, Difficult Conversations Embraced	People talk about the organization's commitment to encouraging productive conflict.	Can you share examples of how conflict is embraced in the organization?	The best ideas come from differing opinions. That can be hard. I work best in organizations that help people have productive conflict.
Change & Innovation Embedded	People talk about how change happens openly. Risk-taking is incentivized.	How does the organization make innovation part of the culture?	I find many organizations say they want change. I work best where they do the work to make the whole organization ready for change.
Dedication to Self & Leadership Development	People talk about how the organization supports their growth.	How does the organization support employees' and leaders' growth?	The most agile leaders are very self-aware. I work best with organizations that invest in their leader's development.
Resource Generous	People talk about leadership being open to asking for resources.	Can you share policies around asking for budget for projects or personal development?	I work best in organizations with an abundance vs scarcity mindset.

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We are here to support you!
Reach out!
www.catalystconstellations.com